CITY OF FLAGSTAFF
Sustainability Policy

Purpose:

Sustainability is a priority for the City of Flagstaff. Central to this objective is the development of a comprehensive and dynamic Flagstaff Sustainability Plan. The plan systematically integrates the goals of sustainability into all facets of the municipality's daily operations and action and provides a guide for the Flagstaff community.

Progressing toward sustainability and leading by example municipal sustainability policies have been developed that establish clear goals, objectives, and strategies for the municipality. These policies will require internal adoption, annual evaluation and reporting.

Background:

The City of Flagstaff has a long history of promoting sustainable practices through a variety of innovative programs and policies. These efforts demonstrate the City's commitment to the economic, environmental and social stewardship of its municipal operations and the Flagstaff community.

The City of Flagstaff defines sustainability as living and managing activities in a manner that balances social, economic, environmental and institutional consideration to meet our needs and those of future generations. The Flagstaff Sustainability Plan considers sustainability through four lenses: waste prevention, resource conservation, climate adaptation and management, and quality of life.

> *Waste Prevention* – Improving material efficiency, decreasing waste generation, and increasing the reuse of products and materials in the waste stream.
>
> *Resource Conservation* – Wise use of natural resources and decreasing consumption rates of the community's limited resources.
>
> *Climate Adaptation and Management* – Effective and comprehensive solutions for preparing for and addressing climate change.
>
> *Quality of Life* – Community potential that enhances Flagstaff's standard of living.

To augment these efforts, several specific municipal sustainability policies have been developed to guide the organization. Similarly, the Sustainability Commission and the Flagstaff community are assisting to develop the framework for the community-wide components of the Sustainability Plan.

Policy:

To drive everyday decision-making and define short and long-term success for the City of Flagstaff, sustainability shall be incorporated into all management and operational procedure. The City of Flagstaff shall incorporate the following guiding principles into organizational policy and practice:

a. The City of Flagstaff has an opportunity and responsibility to set an example for the community and other organizations by operating in the most sustainable manner possible;

b. Economic health, social inclusion and environmental quality are mutually interdependent;
c. City policy choices have long term impact;
d. Sustainable practices equal long-term cost effectiveness;
e. Organizational and community awareness, responsibility, participation and education are key elements of sustainability; and
f. Local actions have regional, national and global implications.

This policy recognizes the dynamic nature of the Flagstaff Sustainability Plan and thus understands that municipal goals will be evaluated and updated annually. Municipal policies will be updated through recommendation by the Sustainability Program and Sustainability Leadership Team and approved by the City Manager. The Sustainability Program will regularly review initiatives and best practices to augment the existing Flagstaff Sustainability Plan's goals, objectives, strategies and actions, and metrics.

Additionally, this policy recognizes that the Flagstaff Sustainability Plan includes community-wide goals, objectives and strategies brought forth by the Sustainability Program, Sustainability Commission and the Flagstaff community. These efforts will be evaluated and reported on annually as part of a community-wide sustainability initiative.

Climate Adaptation and Management

Goal CM-1: Reduce greenhouse gas emission generated by municipal operations through increased energy efficiency and renewable energy generation.

Objectives:

1. Support the City's climate management commitment as outlined in Resolution 2006-59, endorsement of the U.S. Mayors Climate Protection Agreement.

2. Facilitate increased energy efficiency of existing municipal facilities.

3. Increase understanding that internal energy efficiency efforts impact overall community sustainability.

4. Efficiently allocate public dollars and leverage incentives to develop a cost effective renewable energy program.

5. Increase the amount of renewable energy generated by the municipality.

6. Conserve natural resources and provide long-term economic benefit to the municipality through energy efficiency and renewable energy generation.

7. Protect the municipality from rising conventional energy costs.

8. Raise awareness among City staff on the importance of energy efficiency and responsible use of City resources.

Strategies and Actions:

1. Incorporate recommendations to reduce greenhouse gas emissions as identified in the 2008 Greenhouse Gas Inventory and Management Plan.

   Responsible agencies: Sustainability Program

2. Implement comprehensive operating and maintenance program for all municipal facilities.

   Responsible agencies: Facilities and Sustainability Program

3. Develop preventative maintenance program with maintenance schedule and performance standards.

   Responsible agencies: Facilities and Sustainability Program

4. Adopt desktop computer energy management system.

   Responsible agencies: IT Division and Sustainability Program

5. Replace inefficient holiday lights with LED efficient lights. Reduce hours holiday lights are in operation.

   Responsible agencies: Facilities, Parks Section and Sustainability Program

6. Implement educational campaign to promote energy efficiency and responsible use of City resources. Campaign includes outreach through staff email, internal newsletter, staff meetings, new employee orientation and supervisor training.

   Responsible agencies: Sustainability Program and Sustainability Leadership Team

7. Adhere to Sustainable Purchasing Policy standards that promote energy efficiency. Purchase only ENERGY STAR qualified appliances and equipment. True cost analysis must be submitted and approved by Purchasing staff prior for all non-ENERGY STAR appliance and equipment purchases.

   Responsible agencies: All City Departments

8. Research current efficiency technologies for improving the efficiency in water and waste water treatment systems.

   Responsible agencies: Utilities Department and Sustainability Program

9. In partnership with ENERGY STAR, measure and track energy performance of City facilities.

   Responsible agencies: Sustainability Program, Facilities and facility representatives

10. Identify small and large scale renewable energy opportunities for the City of Flagstaff.

    Responsible agencies: Sustainability Program and Facilities

11. Identify all revenue streams, incentives and financial structures to be utilized by the City to fund renewable energy projects.

    Responsible agencies: Sustainability Program and Finance Department

12. Review objectives, strategies and actions, metrics and targets as needed.

    Responsible agencies: Sustainability Program and Sustainability Leadership Team

Climate Adaptation and Management

Measurement of Progress:

Immediate-term goal – to occur within the current fiscal year
Short-term goal – to occur within two years
Mid-term goal – to occur within three to five years
Long-term goal – to occur within five to seven years

Metric	Target	Immediate-term	Short-term	Mid-Term	Long-term
Greenhouse gas emissions generated by City operations.	Reduce greenhouse gas emissions generated by City operations.	Develop internal climate management educational campaigns. Monitor, evaluate and report annual City greenhouse gas emission generated.	Stabilize greenhouse gas emissions to 2009 levels.	Reduce greenhouse gas emissions by 5,000 metric tons CO2e from 2009 levels.	Reduce greenhouse gas emissions by 25,000 metric tons CO2e from 2009 levels.
Manage municipal energy consumption.	Develop effective monitoring and tracking tools to report municipal energy consumption.	Complete audit of all City energy meters and personal electronics. Use ENERGY STAR Portfolio Manager to track all City operations. Incorporate energy efficiency in City lease agreements.	Develop and implement accountability protocol for ENERGY STAR Portfolio Manager in all City facilities and operations.	10% reduction in municipal energy consumption from FY 2009 levels: 188,137 kWh/yr 58,668 btu/yr.	15% reduction in municipal energy consumption from FY 2009 levels: 2,2822,056 kWh/yr 88,002 btu/yr.
Operate occupied City facilities within ASHRAE standards.	Optimal performance of all occupied City facilities.	Audit performance of all City-occupied facilities. Conduct initial insulation repairs to all occupied City facilities.	Conduct performance audit of all City facilities not deemed for demolition. Conduct building envelope and ducting air-seal mitigation.	Install solar glazing and energy efficient windows in all occupied City facilities. Repair existing HVAC systems all occupied City facilities not deemed for demolition.	Improve the building envelope of all occupied City facilities.
Educate City staff on importance of energy conservation and responsible use of City resources.	Increase awareness and participation among City staff.	Develop internal energy efficiency educational campaign targeting employees.	Implement energy efficiency campaign. Incorporate energy efficiency policy in new employee orientation.	Evaluate energy efficiency campaign.	
Municipal renewable energy production.	Increase renewable energy production.	Audit all City owned properties for renewable energy potential. Propose renewable energy Resolution.	Pursue funding for renewable energy projects. Increase renewable energy production to 1 MW.	Increase renewable energy production to 2 MW.	Increase renewable energy production to 5 MW.

Climate Adaptation and Management

Purchase of renewable energy.	Increase the amount of energy purchased through renewable energy program.	Increase APS Green Choice Program commitment to 4,550 blocks or 60%.	Maintain APS Green Choice Program commitment of 4,550 blocks or 60%.	Evaluate APS Green Choice Program commitment for potential increase in participation.	Evaluate APS Green Choice Program commitment for potential increase in participation.

Definitions:

ASHRAE	ASHRAE writes standards for the purpose of establishing consensus for: 1) methods of test for use in commerce and 2) performance criteria for use as facilitators with which to guide the industry.
CO2e	Carbon dioxide equivalents are a common unit that allows greenhouse gas emissions of different global warming potential to be added together. CO2e reflects the global warming potential of each greenhouse gas relative to carbon dioxide, which has a global warming potential of 1.
Renewable Energy	Energy derived from sources that do not deplete natural resources. Examples include solar, wind, biomass and geothermal energy.

Climate Adaptation and Management

Goal CM-2: Create a more efficient municipal fleet.

Objectives:

1. Create a municipal fleet that has the most fuel efficient vehicles available that meet the City's various needs.

2. Increase municipal alternative fuel and high efficiency passenger and light duty vehicle fleet.

3. Optimize municipal fleet to ensure that new vehicle purchases are necessary and the appropriate vehicle is purchased.

4. Incorporate fuel efficiency and emission standards in procurement specifications.

5. Raise awareness among City staff on the importance of fleet efficiency and responsible use of City resources.

Strategies and Actions:

1. Approval of vehicle procurement requests for each Department or Division is contingent upon a recommendation from the Fleet Review Committee to the Budget committee.

   Responsible agencies: Sustainability Program, Fleet Services and upper level management

2. Adopt the U.S. Environmental Protection Agency's (US EPA) Renewable Fuels Standards (Energy Policy Act of 2005) and increase renewable fuel (biofuels and non-food stock ethanol) use in municipal fleet.

   Responsible agencies: Fleet Services

3. Implement City-wide vehicle and equipment anti-idling policy. Vehicles shall not be left idling unless a running engine is necessary to protect public safety.

   Responsible agencies: Sustainability Program, Fleet Services and upper level management

4. Reduce vehicle miles travel during work hours by:
   - Encouraging and enabling alternate meeting methods, such as video conferencing, virtual meetings and conference calling.
   - Encouraging employees to use alternate modes of travel such as public transit, bicycles, walking or carpooling when feasible.
   - Encouraging travel-efficient scheduling so multiple tasks can be accomplished with one trip.
   - Encouraging meetings at centralized locations accessible by public transport or alternative modes of travel.

   Responsible agencies: All City Department

5. Conduct analysis of fleet scheduling and route efficiency. Identify opportunities to increase efficiency.

   Responsible agencies: Public Works Division and Utilities Division

6. Update passenger and light duty vehicle replacement procedure to incorporate fuel efficiency.

   Responsible agencies: Sustainability Program, Fleet Services and Fleet Review Committee

7. Set performance standards for the purchase of new passenger and light duty vehicles. Vehicles purchased will be either an alternative fuel vehicle or a high efficiency vehicle (HEV) that has at a minimum:
   - 25% higher US EPA combined fuel economy rating;
   - low vehicle emission rating based on California Air Resource Board (CARB) designations;
   - and low air pollution rating based on EPA SmartWay rating.

   Responsible agencies: Sustainability Program, Fleet Services, Fleet Review Committee and Purchasing Section

8. Phase out existing fleet that is inefficient.

   Responsible agencies: Fleet Services and Fleet Review Committee

9. Develop educational campaigns to promote fleet efficiency efforts and responsible use of City resources. Include fuel-saving practices such as minimizing idling, optimizing routes, carpooling and using public transit where appropriate.

   Responsible agencies: Sustainability Leadership Team and Fleet Services

10. Report baseline data reports annually to Fleet Review Committee, Sustainability Leadership Team and Sustainability Cabinet that include:

    - Number of vehicles classified
    - Fuel use by department and class
    - Make, year, model and drive train (2-wheel drive or 4 wheel drive)
    - Average miles per gallon (mpg) per vehicle
    - Type of fuel used
    - Annual miles driven per vehicle
    - Annual fuel consumption per vehicle
    - Operation and maintenance cost per mile per vehicle
    - Annual vehicle miles traveled divided by annual fuel consumption

    Responsible agencies: Fleet Services

11. Advocate with the industry for increased vehicle fuel efficiency and lower emissions.

    Responsible agencies: Sustainability Program and Fleet Services

12. Improve fleet maintenance for increased efficiency.

    Responsible agency: Fleet Services

13. Review objectives, strategies and actions, metrics and targets as needed.

    Responsible agency: Sustainability Program, Fleet Services, Fleet Review Committee and Sustainability Leadership Team

Measurement of Progress:

Immediate-term goal – to occur within the current fiscal year
Short-term goal – to occur within two years
Mid-term goal – to occur within three to five years
Long-term goal – to occur within five to seven years

Metric	Target	Immediate-term	Short-term	Mid-Term	Long-term
Annual vehicle miles traveled/annual fuel consumption.*	Increase fuel efficiency.	Improve fuel consumption tracking mechanisms.	10% more efficient than fiscal year 2010. Review vehicle take home policy.	20% more efficient than fiscal year 2010.	25% more efficient than fiscal year 2010.
Biodiesel blend used in municipal diesel fleet.	Increase biodiesel blend utilized in municipal fleet.**		Research 30% biodiesel blend.	Transition City's fueling network to 30% biodiesel blend. Research 40% biodiesel blend.	Transition City's fueling network to 40% biodiesel blend.
Fleet scheduling and route efficiency.	Increase efficiency of fleet scheduling and route design.		Conduct fleet scheduling and route efficiency audit.	Implement recommendations.	
Percent of alt. fuel or HEV passenger vehicles purchased.	Percent of all passenger vehicles purchased that are HEV or alt. fuel.		75% percent of all passenger vehicles purchased that are HEV or alt. fuel.	100% Percent of all passenger vehicles purchased that are HEV or alt. fuel.	
Percent of alt. fuel or HEV light duty vehicles purchased.	Percent of all light duty vehicles purchased that are HEV or alt. fuel.		50% Percent of all light duty vehicles purchased that are HEV or alt. fuel.	75% Percent of all light duty vehicles purchased that are HEV or alt. fuel.	100% Percent of all light duty vehicles purchased that are HEV or alt. fuel.
Phase out of inefficient vehicles.	Percent of inefficient vehicles phased out.		50% percent of inefficient vehicles phased out.	75% percent of inefficient vehicles phased out.	100% percent of inefficient vehicles phased out.
Educate City staff on importance of resource conservation and responsible use of City resources.	Raise awareness among City staff.	Develop informational guide for Fleet staff and manual for City staff.	Implement smart driving campaign.	Evaluate smart driving campaign.	

** Passenger and light duty vehicles excluding public safety. ** Winter biodiesel dependant on cold weather additives – current allows for B5.*

Climate Adaptation and Management

Definitions:

Alternate Fuel	Any fuel other than gasoline, diesel, and other substantially petroleum-based fuels that is less polluting than gasoline or diesel fuel. Alternate Fuel shall include, but is not limited to, natural gas, propane, ethanol (E-85), biodiesel (5 percent blend or above) and electricity.
Biodiesel	Fuel refined from agriculturally derived oils that is suitable for use in diesel engines. Often blended with traditional petroleum-based diesel in amounts connoted by the letter "B" and a number (e.g., B20 = 20% biodiesel and 80% petroleum diesel).
Heavy Duty Vehicle	Any motor vehicle, licensed for use on roadways, having a manufacturer's gross vehicle weight rating greater than 8,500 pounds.
Hybrid Vehicle	A motor vehicle that draws propulsion energy from onboard sources of stored energy that are both an internal combustion / heat engine that runs on combustible fuel, and a rechargeable energy storage system.
Light Duty Vehicle	Any vehicle with a gross vehicle weight of less than or equal to 6,000 pounds. Light duty vehicles include passenger cars, light duty trucks, sport utility vehicles (SUV), minivans and pick-up trucks. Light duty vehicles are currently subject to Tier 1 emissions standards under the Clean Air Act Amendments of 1990.
Medium Duty Truck	Any motor vehicle, with a manufacturer's gross vehicle weight rating of 8,500 pounds or more, which is designed primarily for purposes of transportation of property or is a derivative of such a vehicle, or is available with special features enabling off-street or off-highway operation and use.
Low Emission Vehicle	Any motor vehicle that meets or exceeds the standards set forth by the US Environmental Protection Agency for Low Emission Vehicles.
Renewable Fuels Standards (RFT)	In February 2008, the US EPA revised the 2008 RFS at 7.76 percent. The standard is intended to offset the use of fossil vehicle fuels with 9 billion gallons of renewable fuels.

Climate Adaptation and Management

Goal CM-3: Vehicle and equipment anti-idling policy.

Objectives:

1. Protect public health by reducing air pollution and greenhouse gas emissions produced when unnecessarily idling.

2. Optimize fuel conservation efforts by incorporating an anti-idling policy in a non-emergency situation.

3. Raise awareness among City staff on the importance of the anti-idling policy and responsible use of City resources.

Strategies and Actions:

1. No City vehicle or piece of equipment is to be idled in a non-emergency situation, unless exempted in the following section:

    a. Public safety and emergency vehicles working traffic enforcement, safety or health emergencies at a scene requiring lights, Power Take Offs (PTO's), heavy duty trucks and/or other accessories that run off the engine's power.

    b. A vehicle or equipment may idle for maintenance, servicing, repairing, or diagnostic purposes.

    c. A vehicle may idle as part of a state or federal inspection to verify that all equipment is in good working order, providing idling is required as part of the inspection.

    d. A vehicle may idle due to mechanical difficulties over which the driver has no control. The claim of mechanical difficulties should be supported by work order documentation.

    e. Inclement weather situations and supervisor authorizes the use of the vehicle/equipment heater-defroster for the work crew's comfort.

    f. City of Flagstaff drivers shall not cause or permit vehicles covered by this policy to idle heavy diesel trucks or equipment for more than five minutes in a sixty minute period unless exempted in this section.

    g. Vehicles/equipment required to idle in the course of their work to support work related equipment (i.e. message boards, paint stripping, traffic control, etc.) are permitted to idle while performing these functions.

h. Employee shall understand proper starting procedures for the vehicle or equipment they will be operating. If the equipment has a diesel engine, follow the manufacturer recommendation for minimum diesel warm-up time. Turn off the engine when the vehicle is not in motion. Manufacturer recommendation for cool down is usually 3 to 5 minutes after full load operation.

Responsible agencies: All City employees

2. Initiate City-wide education campaign.

Responsible agencies: Sustainability Program, Sustainability Leadership Team and Fleet Services

3. Review objectives, strategies and actions, metrics and targets as needed.

Responsible agencies: Sustainability Program and Sustainability Leadership Team

Measurement of Progress:

Immediate-term goal – to occur within the current fiscal year
Short-term goal – to occur within two years
Mid-term goal – to occur within three to five years
Long-term goal – to occur within five to seven years

Metric	Target	Immediate-term	Short-term	Mid-Term	Long-term
Educate City staff on importance of fuel conservation and responsible use of City resources.	Raise awareness among City staff.	Develop fleet informational manual.	Implement smart driving campaign.	Evaluate anti-idling campaign. Evaluate smart driving campaign.	

Resource Conservation

Goal RC-1: Adopt a sustainable purchasing policy.

Objectives:

1. Encourage the purchase and use of materials, products and services that are fiscally responsible, reduce resource consumption and waste, promote local business opportunities, and promote human health and well-being.

2. Incorporate life cycle cost assessment tools and methods where appropriate to determine total cost impacts.

3. City departments shall use, where feasible, products that perform and have the least damaging/most beneficial environmental impact, including new sustainably preferable products, reusable products, recycled content and recycled products.

Strategies and Actions:

1. The City shall acquire its goods and services in a manner that complies with federal, state, City laws and other requirements (e.g. City resolutions).

   Responsible agencies: All City Departments

2. The City shall purchase and use materials, products and services that are fiscally responsible, reduce resource consumption and waste, promote local business opportunities, and promote human health and well-being. Life cycle cost assessment tools and methods will be applied where appropriate to determine total cost impacts.

   Ecological factors to be considered in selecting products include:

   - Pollution reduction;
   - Waste generation;
   - Greenhouse gas emissions;
   - Recycled content;
   - Energy consumption;
   - Resource conservation; and

   Social inclusion factors to be considered include:

   - Local economic development;
   - Human health and safety; and

   Fiscal factors to be considered include but are not limited to:

   - Life cycle cost;
   - Buying power leveraging;
   - Impact on staff time and labor; and
   - Environmental and technological advances in changing market.

Responsible agencies: All City Departments, Sustainability Program and Purchasing Section

3. Use, where feasible, products that perform and have the least damaging/most beneficial environmental impact, including new sustainably preferable products, reusable products, recycled content and recycled products.

   Responsible agencies: All City Departments

4. Seek opportunities to encourage and influence markets for sustainably preferable products through employee education; supporting pilot testing of potential new products; adopting innovative product standards, specifications, and contracts; leveraging citywide buying expertise and buying-power; and embarking on cooperative ventures with other jurisdictions.

   Responsible agencies: Sustainability Program and Purchasing Section

5. Use a national network of procurement best practices, as an effective resource for identifying and incorporating life cycle cost assessment tools and methods.

   Responsible agencies: Sustainability Program and Purchasing Section

6. Adopt standards that specify minimum recycled content, recyclability, reusability, and performance, consistent with the U.S. Environmental Protection Agency (US EPA) and Department of Energy. The City, an ENERGY STAR Partner, will purchase ENERGY STAR qualified appliances and equipment. True cost analysis will be required for all non-ENERGY STAR appliance and equipment purchases.

   Responsible agencies: All City Departments

7. Encourage pilot testing for environmentally preferable and sustainable products. Consult with the appropriate departments regarding technical and performance specifications of products.

   Responsible agencies: Sustainability Program and Purchasing Section

8. Utilize the following policy standards:

   - US EPA - Environmentally Preferable Purchasing
   - ENERGY STAR Partner program
   - City of Flagstaff Sustainability Plan Policies

   Responsible agencies: Sustainability Program and Purchasing Section

9. Revise existing procurement policies and specifications to facilitate use of sustainably preferable products.

   Responsible agencies: Sustainability Program and Purchasing Section

10. Consider sustainability factors in evaluating responsiveness of prospective bidders in its procurement of goods and services.

    Responsible agencies: Sustainability Program and Purchasing Section

11. Encourage vendors, contractors, and consultants use recycled content paper of at least fifty percent (50%) post-consumer waste on all documents submitted to the City and to use other environmentally preferable/sustainable products, as appropriate.

    Responsible agencies: All City Departments and Department Heads

12. Develop tools for disseminating information to City staff about reusable, recycled content, recyclable and otherwise environmentally preferable/sustainable products. Educate departments about vendors and City contracts for such products and services.

    Responsible agencies: Sustainability Program, Sustainability Leadership Team and Purchasing Section

13. Encourage departmental use, where feasible, of sustainable products through training, information dissemination, development of internal procedures, and other means; and efforts established to implement this policy.

    Responsible agencies: Sustainability Program, Sustainability Leadership Team and Purchasing Section

14. Collect data for performance tracking and evaluation of the City's sustainable purchasing policy; and compile records for the purposes of producing an annual summary of the City's sustainable purchasing, and for evaluating the effectiveness of these actions in reducing the negative impacts of City procurement.

    Responsible agencies: All City Departments, Sustainability Program and Purchasing Section

15. Identify opportunities to cooperate with other jurisdictions to enhance markets for sustainable products and to obtain favorable prices.

    Responsible agencies: Sustainability Program and Purchasing Section

Resource Conservation

16. Review objectives, strategies and actions, metrics and targets as needed.

Responsible agencies: Sustainability Program and Sustainability Leadership Team

Measurement of Progress:

Immediate-term goal – to occur within the current fiscal year
Short-term goal – to occur within two years
Mid-term goal – to occur within three to five years
Long-term goal – to occur within five to seven years

Metric	Target	Immediate-term	Short-term	Mid-Term	Long-term
Incorporation of sustainability principles into procurement process.	Adopt sustainability principles into RFP process.	All City RFPs to include sustainability principles.	Evaluate sustainable purchasing policy.		
Incorporation of sustainability principles into purchasing process.	Promote sustainable purchasing.	Create sustainable purchasing manual for Purchasing staff. Create sustainable purchasing guide for all City employees.	Update sustainable purchasing manual as needed. Update sustainable purchasing manual as needed.		
Work with suppliers to increase familiarity with policy.	Increase supplier knowledge and ability to respond to requirements of sustainable purchasing practices.	Provide suppliers with sustainable purchasing policy information.	Conduct supplier educational workshops.		
Educate City staff on importance of sustainable purchasing and the responsible use of City resources.	Raise awareness among City staff.	Conduct employee sustainable purchasing trainings.	Develop sustainable purchasing guide for Purchasing staff. Develop sustainable purchasing catalog for City employees.	Evaluate sustainable purchasing guide effectiveness.	

Resource Conservation

Definitions:

Sustainably Preferable Product	A product that has a reduced negative effect or increased positive effect on human health and the environment when compared with competing products that serve the same purpose. This comparison may consider raw materials acquisition, production, fabrication, manufacturing, packaging, distribution, reuse, operation, maintenance, and disposal of the product. This term includes, but is not limited to, recyclable products, recycled products, and reusable products.
Life Cycle Cost Assessment (LCCA)	The comprehensive accounting of the total cost of ownership, including initial costs, energy and operational costs, longevity and efficacy of service and disposal costs.
Recyclable Product	A product or package made from a material for which curbside or drop-off collection systems are in place for a majority of City residents or businesses; to divert from City solid waste for use as a raw material in the manufacture of another product or the reuse of the same product.
Recycled Content Product	A product containing a minimum of thirty-five percent (35%) recycled materials except in those cases where the US EPA has adopted procurement guidelines under the Resource Conservation Recovery Act of 1976. In those cases, the minimum content of recycled material shall not be less than specified in the most current adopted issue of those guidelines.
Reusable Product	A product that can be used several times for an intended end use before being discarded, such as a washable food or beverage container or a refillable ballpoint pen.
Sustainable Product	A product that achieves performance objectives while respecting the City's values and balancing environmental stewardship, fiscal responsibility, social equity, and community enhancement.
Sustainable Purchasing	Purchasing materials, products, and labor in a manner that reflects fiscal responsibility, social equity, environmental stewardship and community enhancement.

References:

- US EPA Environmentally Preferable Purchasing website – http://www.epa.gov/epp/
- Responsible Purchasing Network – http://www.responsiblepurchasing.org/index.php
- ENERGY STAR - http://www.energystar.gov
- State of California Environmental Preferable Purchasing Best Practices Manual http://www.green.ca.gov/EPP/default.htm.

Waste Prevention

Goal WP-1: Increase paper use efficiency in municipal operations.

Objectives:

1. Develop, implement and promote policies that improve resource conservation and environmental responsibility.

2. Conserve natural resources and prevent waste by reducing municipal paper use and increasing sustainable purchasing standards.

3. Raise awareness among City staff on the importance of resource conservation and responsible use of City resources.

4. Conserve energy through the purchase of ENERGY STAR products for paper processing.

5. Increase the procurement of recycled content products by all City departments, providing a model to encourage similar commitment by Flagstaff citizens and businesses in their purchasing practices.

Strategies and Actions:

1. Develop a recycled paper purchasing policy:
    - All multipurpose paper purchase will have a minimum 35% post consumer recycled content and is Forest Stewardship Council certified.
    - All paper products including, but not limited to, post-notes, note and legal pads will contain post consumer recycled content.

    Responsible agencies: Sustainability Program and Purchasing Section

2. Create preferred purchasing catalog of office supplies to help ensure lower volume costs.

    Responsible agencies: Sustainability Program and Purchasing Section

3. Implement a two-sided printing policy:
    - Adopted by all departments with two-sided printing capability.
    - Shared machines and work stations will be set to duplex as the default print option.
    - The copy center will adopt a two-sided printing and copying default procedure.

Responsible agencies: Sustainability Program, Purchasing Section, and IT Division

4. Ensure that all workstations have the capability to print to a copier on the network, if available.

   Responsible agencies: IT Division

5. Conduct municipal two-sided printing capable printer and copier inventory. All new printers and copiers must have two-sided printing capabilities. For machines that do not have this capability research software upgrade option and cost.

   Responsible agency: IT Division

6. Create centralized paper purchasing per City Division. Report paper purchases quarterly to Sustainability Program.

   Responsible agencies: Sustainability Program, Purchasing Section and staff purchaser.

7. Apply waste prevention measures and two-sided print policy to procurement, consultant contracts, and contracts for printing, copying, and related services from outside vendors.

   Responsible agencies: Sustainability Program and Purchasing Section

8. Purchase only ENERGY STAR printers and copiers.

   Responsible agencies: Purchasing Section and IT Division

9. Adopt new procedures that will create paper efficiencies.

   Responsible agencies: Sustainability Program and IT Division

10. Implement educational campaign to promote waste reduction efforts and responsible use of City resources. Campaign includes:
    - Outreach through staff email, internal newsletter, staff meetings and supervisor training.

    Responsible agencies: Sustainability Leadership Team and upper level management

11. Convert municipal and community paper forms to electronic versions.

    Responsible agencies: All City Department and upper level management

12. Increase the number of public documents made available online or in disc/dvd. Promote the use of alternative media for building and engineering codes and standards.

    Responsible agency: All City Department

Waste Prevention

13. Review objectives, strategies and actions, metrics, and targets as needed.

Responsible agency: Sustainability Program and Sustainability Leadership Team

Measurement of Progress:

Immediate-term goal – to occur within the current fiscal year
Short-term goal – to occur within two years
Mid-term goal – to occur within three to five years
Long-term goal – to occur within five to seven years

Metric	Target	Immediate-term	Short-term	Mid-Term	Long-term
Paper purchased through City contracted vendor	Reduction in paper purchased based on FY 2008 rates (4,070,000 pieces of paper)		15%	25%	40%
Number of printers and copiers that have two-sided print capability	All printers and copiers have two-sided print capability		50%	75%	100%
Educate City staff on importance of paper use efficiency and responsible use of City resources.	Raise awareness among City staff.	Develop paper use efficiency educational campaign.	Implement paper use efficiency educational campaign.	Evaluate paper use efficiency educational campaign.	